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June 14, 2016

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

## County of Los Angeles COMMUNITY AND SENIOR SERVICES

3175 West Sixth Street • Los Angeles, CA 90020  
Tel: 213-738-2600 • Fax 213-487-0379

*Enriching Lives Through Effective And Caring Service*



css.lacounty.gov

Cynthia D. Banks  
Director  
Otto Solórzano  
Chief Deputy

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

34 June 14, 2016

LORI GLASGOW  
EXECUTIVE OFFICER

### **APPROVAL OF THE LOCAL WORKFORCE DEVELOPMENT BOARD RECERTIFICATION REQUEST (ALL DISTRICTS) (3 VOTES)**

#### **SUBJECT**

Community and Senior Services (CSS) seeks your Board's approval of the Los Angeles County Workforce Development Board's (L.A. County WDB) Request for Local Board Recertification (Recertification Request) for Program Years (PY) 2016-18 to the California Workforce Development Board (State Board). Recertification is a federal and state requirement under the Workforce Innovation and Opportunity Act (WIOA). The Recertification Request was approved by the L.A. County WDB on May 18, 2016 and is due to the State Board by June 20, 2016.

The L.A. County WDB is one of 48 local workforce development boards in California, and one of seven in the County of Los Angeles. It is funded to serve 58 of the County's 88 cities and all unincorporated areas in the five supervisorial districts. The Recertification Request details the L.A. County WDB's current compliance with Board membership requirements and categorical representation under state and federal law. The Recertification Request also includes a brief update on the transition of L.A. County's local workforce development system from the Workforce Investment Act (WIA) to WIOA.

#### **IT IS RECOMMENDED THAT THE BOARD:**

Approve the Recertification Request of the L.A. County WDB and instruct the Chair to sign the Signature Page (Attachment A, page 29), on behalf of the Board of Supervisors, as the Chief Local Elected Official for the County of Los Angeles local workforce development area.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Approval by your Board and submission of the Recertification Request will allow for the continued recognition of the L.A. County WDB as the local workforce development board entrusted with policy and oversight roles under WIOA, and for continued eligibility of the County to receive WIOA funding. Approval of the recommended action will also enable CSS and the WDB to continue to lead and support implementation of Board priorities related to workforce and economic development initiatives countywide. Recertification will be for a 2-year period, from July 1, 2016 to June 30, 2018. The Recertification Request is due to the State Board on June 20, 2016 and the current certification expires on June 30, 2016.

The Chair's signature certifies that the current L.A. County WDB appointed members consistent with WIOA Section 107(a), (b), and (c), performed successfully and sustained fiscal integrity during PYs 2013-14 and 2014-15 and developed and implemented strategies to improve and strengthen the workforce development system in accordance with WIOA. Furthermore, the Chair's signature signifies agreement that the L.A. County WDB will adhere to state and federal requirements as outlined in the Local Board Assurances section of the Recertification Request.

The four criteria for recertification have been fully satisfied and are described in detail in the attached Recertification Request. There are presently two vacancies for Business Representatives. We are currently working to fill both positions.

During PY 14-15 and PY 15-16 the County has taken significant actions to establish a new local WDB and implement WIOA, including: the adoption of a new County Code Ordinance that streamlines local Board composition; and outreach to business and trade associations countywide to appoint new WDB Business members, including representatives of leading high-growth industry sectors. In addition, operational and financial performance has met or exceeded negotiated performance, fiscal integrity requirements have been met, and updates on progress to date to implement the new programmatic mandates of WIOA are outlined in detail in the Recertification Request.

## **Implementation of Strategic Plan Goals**

The recommended action supports the following Countywide Strategic Plan Goals: Goal 1: Operational Effectiveness/Fiscal Sustainability; Goal 2: Community Support and Responsiveness; and Goal 3: Integrated Services Delivery.

## **FISCAL IMPACT/FINANCING**

The recommended action carries no Net County Cost (NCC) impact, as the operations of the L.A. County WDB are financed by federal WIOA funds and included in the CSS Annual Budget.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On July 22, 2014, President Obama signed WIOA into law—the first legislative reform of the public workforce system in 15 years—which amended and reauthorized WIA. This landmark legislation, which went into effect on July 1, 2015, established the framework for unprecedented innovation and coordination of four major federally funded programs for collective impact on increased self-sufficiency of those most reliant on our public systems.

The most notable changes in the new legislation are a streamlined board with fewer mandated categories of representation, greater alignment of the workforce development system with economic development and adult and higher education; a new paradigm for an employer-centric system with greater employer engagement and emphasis on training in in-demand occupations in high growth industry sectors; career pathway development; more training and subsidized work experience; and significantly greater commitment to disconnected youth.

In accordance with WIOA Section 107(c)(2), the State Board will recommend recertification of a Local Board if they have met WIOA membership requirements, met or exceeded performance accountability measures, and achieved sustained fiscal integrity. In addition to the requirements under WIOA Section 107(c)(2), Local Boards requesting recertification must provide a status update that outlines progress made towards implementation of key WIOA provisions.

The Recertification Request is required by WIOA and Employment Development Department (EDD) Directive WSD15-13 on Local Board Recertification. The Recertification Request must be signed by the Local Board Chairperson (or officially designated alternate) and the local Chief Elected Official. The L.A. County WDB approved and the Chair signed the Recertification Request on May 18, 2016. The completed request must be received by the State Board no later than June 20, 2016. The State Board, in coordination with the EDD, will verify the information provided in the Recertification Request and determine whether to recommend recertification. If denied, the Local Board may be granted conditional certification and required to submit a corrective action plan to the State Board.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval by your Board and submission of the Recertification Request will allow for the continued recognition of the L.A. County WDB as the local workforce development board entrusted with policy and oversight roles under WIOA, and for continued eligibility of the County to receive WIOA funding. Approval of the recommended action will also enable CSS and the WDB to continue to lead and support implementation of Board priorities related to workforce and economic development initiatives countywide.

### **CONCLUSION**

Following your Board's approval and receipt of the Chair's signature on the Recertification Request Signature Page, please provide the copy of the adopted Board Letter to Kevin Anderson, [kanderson@css.lacounty.gov](mailto:kanderson@css.lacounty.gov).

The Honorable Board of Supervisors

6/14/2016

Page 4

Respectfully submitted,

A handwritten signature in cursive script that reads "Cynthia D. Banks". The ink is dark and the signature is fluid.

CYNTHIA D. BANKS

Director

CDB:OS:KA:RV

Enclosures

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

# **Local Workforce Development Board Recertification Request**

**Program Years 2016-18**

**Local Workforce Development Board  
Los Angeles County WDB**

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## Local Board Recertification Request

This will serve as our request for Local Workforce Development Board (WDB) recertification for Program Years (PYs) 2016-18 under the *Workforce Innovation and Opportunity Act* (WIOA).

If the California Workforce Development Board (State Board) determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

County of Los Angeles

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Name of Local Board

3175 W. 6<sup>th</sup> Street

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Mailing Address

Los Angeles, California

90012

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City, State

Zip

Richard Verches

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Contact Person

(310) 367-0842

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Contact Person's Phone Number

June 15, 2016

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Date of Submission

## Table of Contents

Local Board Membership .....	4
Local Board Performance Accountability Measures.....	13
Local Board Sustained Fiscal Integrity.....	14
Local Board WIOA Implementation .....	15
Local Board Assurances.....	27
Signature Page .....	29

## Instructions

If additional pages were added to the *Local Workforce Development Board Recertification Request*, the page numbers may be updated by hovering over the gray box above, clicking, and then selecting “Update Table” on the top left corner.

## **Local Board Membership**

### **Instructions**

Enter the names of the Local Board members in the appropriate membership categories found in the tables below. If the Chief Local Elected Official (CEO) has approved additional members, enter the information under the "ADDITIONAL MEMBERS" table. If an individual represents multiple categories, after the first time she/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. Address any vacancies under "CORRECTIVE ACTION COMMENTS." If additional rows are needed, add a table following the membership type.



## BUSINESS

WIOA Section 107(b)(2)(A) – a **majority** of the members of each Local Board shall be representatives of business in the Local Workforce Development Area (Local Area), who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the Local Area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations.

- WIOA Section 107(b)(3) – the members of the Local Board shall elect a chairperson for the Local Board from among the representatives described in Section 107(b)(2)(A).
- Must include **two or more** members that represent small business as defined by the U.S. Small Business Administration.

Name	Title	Entity	Appointment Date	Term End Date
Erick Verduzco-Vega	Chairperson/Small Business President/Owner	South Bay Latino Chamber of Commerce/The Gallos Inc.	10/20/15	10/20/17
Cinde MacGugan-Cassidy	Small Business/President	Catalina Business Services, Inc.	10/06/15	10/06/18
Holly Schroeder	Vice Chair/CEO	Santa Clarita Valley Economic Development Corporation	10/06/15	10/06/18
Carlos Adame	Vice President, Human Resources	AltaMed	10/20/15	10/20/17
Russell Barnard	President	Hospitality Industry Management Group	10/20/15	10/20/18
Kimberly Maevers	President	Greater Antelope Valley Economic Alliance	10/06/15	10/06/18
Joanne Peterson	Executive Officer, Human Resources	LA Metro	10/06/15	10/06/17
David Flaks	Chief Operating Officer	LA County Economic Development Corporation	10/06/15	10/06/17
Randy Bowers	President	Malaga Bank	10/06/15	10/06/18

## WORKFORCE

WIOA Section 107(b)(2)(B) – not less than **20 percent** of the members of each Local Board shall be representatives of the workforce within the Local Area, who— (i) shall include representatives of labor organizations (for a Local Area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a Local Area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists; (iii) may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

- Must include **two (2) or more** representatives of labor organizations, where such organizations exist in the Local Area. Where labor organizations do not exist, representatives must be selected from other employee representatives.
- Must include **one (1) or more** representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.

*California Unemployment Insurance Code (CUIC) Section 14202(c)* further requires and specifies that at least **15 percent** of Local Board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least ten (10) percent of the Local Board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
Shomari Davis	Labor Organization/ Business Representative	IBEW Local 11	10/20/15	10/20/17
Aida Barragan	Labor Organization/ Executive Director	Building Skills Partnership	10/20/15	10/20/17
Jaime Valdivia	Registered Apprenticeship/ Executive Director	Piping Industry Progress and Education Trust	10/13/15	10/13/17
Corinne Sanchez	CEO	El Proyecto del Barrio	10/06/15	10/06/18

Laurie Traktman	Board Member	California Conservation Corps	10/06/15	10/06/18
Lola Smallwood Cuevas	Project Director	Black Workers Center	12/08/15	12/08/18

## EDUCATION AND TRAINING

WIOA Section 107(b)(2)(C) – each Local Board shall include representatives of entities administering education and training activities in the Local Area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience, and expertise in addressing the education or training needs of individuals with barriers to employment.

- Must include **at least one (1)** eligible provider administering adult education and literacy activities under WIOA title II.
- Must include **at least one (1)** representative from an institution of higher education providing workforce investment activities, including community colleges.

Name	Title	Entity	Appointment Date	Term End Date
Cynthia Parulan-Colfer	Adult Education & Literacy/ Superintendent	Hacienda La Puente Adult Education	10/20/15	10/20/17
Dr. Patricia Ramos	Institution Higher Education/ Dean, Workforce and Economic Development	Santa Monica College	10/06/15	10/06/18

## GOVERNMENTAL AND ECONOMIC AND COMMUNITY DEVELOPMENT

WIOA Section 107(b)(2)(D) – each Local Board shall include representatives of governmental and economic and community development entities serving the Local Area, who— (i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the *Wagner-Peyser Act* (29 U.S.C. 49 et seq.) serving the Local Area; (iii) shall include an appropriate representative of the programs carried out under title I of the *Rehabilitation Act of 1973* (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the Local Area; (iv) may include representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the Local Area.

- Must include **at least one (1)** representative of economic and community development entities.
- Must include **at least one (1)** representative from the state Employment Service Office (EDD) under the *Wagner-Peyser Act* (29 U.S.C. 49 et seq.) serving the Local Area.
- Must include **at least one (1)** representative from programs carried out under title I of the *Rehabilitation Act of 1973*, other than Section 112 or Part C of that title.

Name	Title	Entity	Appointment Date	Term End Date
David Flaks	Economic & Community Dev/ Chief Operating Officer	LA County Economic Development Corporation	10/06/15	10/06/17
Thomas Flournoy	Employment Service/ Regional Administrator	EDD	10/06/15	10/06/17
Wan Chun-Chang	Rehabilitation Act of 1973/ District Administrator	California Department of Rehabilitation	10/06/15	10/06/17

## ADDITIONAL MEMBERS

WIOA Section 107(b)(2)(E) – each Local Board may include such other individuals or representatives of entities as the Chief Elected Official (CEO) in the Local Area determines to be appropriate.

Name	Title	Entity	Appointment Date	Term Date	End

## **CORRECTIVE ACTION COMMENTS**

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

On June 23, 2015, the County of Los Angeles Board of Supervisors adopted amendments to the County Code to establish a WDB composed of no less than 19, and no more than 25, members. Nineteen individuals, nominated in accordance with WIOA and applicable California legislation, were unanimously appointed by the Board of Supervisors in October 2015.

One (1) additional member was appointed in late 2015 as a Representative of the Workforce, following her nomination by the L.A. County Federation of Labor. In early 2016, Cynthia Kurtz, appointed as a Business Representative, left her position as CEO of the San Gabriel Valley Economic Alliance and resigned from the WDB. County of Los Angeles Community and Senior Services (CSS) and the WDB are currently working with the Board of Supervisors to identify and appoint two additional business representatives by June 30, 2016.

This will result in compliance with the mandated business majority, with 11 business representatives out of the total of 21 members appointed to the L.A. County WDB.

## COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES

The table below will assist Local Boards determine compliance with WIOA Section 107(b)(2)(A), which requires that a **majority** of the members be representatives of business in the Local Area.

**Instructions** – Double click the table below to open in Excel.

Total number of individuals currently sitting on local board =	<u>19</u>
Number of vacancies currently on local board =	<u>2</u>
Total local board membership =	<u><u>21</u></u>
Total number of Business Representatives currently sitting on local board =	<u>9</u>
Number of Business Representative vacancies currently on local board =	<u>2</u>
Total local board Business Representatives =	<u><u>11</u></u>
Divide total local board Business Representatives by total local board membership =	<u>52.38%</u>
<b>(Must be greater than 50%)</b>	

## COMPLIANCE WITH 20% OF WORKFORCE REPRESENTATIVES AND 15% LABOR ORGANIZATION REPRESENTATIVES

The table below will help Local Boards determine compliance with WIOA Section 107(b)(2)(B), which requires not less than **20 percent** of the members be representatives of the workforce within the Local Area and compliance with CUIA Section 14202 which requires that at least **15 percent** of Local Board members be representatives of labor organizations unless the local labor federation fails to nominate enough members, in which case it is **ten (10) percent**.

**Instructions** – Double click the table below to open in Excel.

Total number of Workforce Representatives currently sitting on local board = 6  
 Number of Workforce Representatives vacancies currently on local board = 0  
 Total local board Workforce Representatives = 6

Divide total local board Workforce Representatives by total local board membership = 28.57%  
**(Must not be less than 20%)**

Total number of Labor Organization Representatives currently sitting on local board = 3  
 Total number of Apprenticeship Program Representatives currently sitting on local board = 1  
 Number of Labor Org/Apprenticeship Program Representatives vacancies = 0  
 Total local board Labor Representatives = 4

Divide total local board Labor Representatives by total local board membership = 19.05%  
**(Must be at least 15%)**




## **Local Board Performance Accountability Measures**

### **Instructions**

Enter your Local Board's negotiated levels of performance and actual levels of performance for PYs 2013-14 and 2014-15.

<b>Performance Table</b>				
Name of Local Area: Los Angeles County, Community and Senior Services				
<b>Common Measure</b>	<b>Negotiated PY 2013-14</b>	<b>Actual PY 2013-14</b>	<b>Negotiated PY 2014-15</b>	<b>Actual PY 2014-15</b>
<b>Adult</b>				
Entered Employment Rate	55.0%	81.0%	72.0%	76.9%
Employment Retention Rate	67.0%	84.9%	80.0%	85.3%
Average Earnings	\$12,800	\$13,811	\$12,500	\$13,555
<b>Dislocated Worker</b>				
Entered Employment Rate	60.0%	84.1%	73.0%	79.0%
Employment Retention Rate	71.6%	85.7%	84.0%	88.4%
Average Earnings	\$15,119	\$16,268	\$15,400	\$17,116
<b>Youth (ages 14-21)</b>				
Placement in Employment or Education	65.9%	66.4%	60.0%	62.9%
Attainment of a Degree or Certificate	60.0%	68.9%	49.0%	65.8%
Literacy and Numeracy Gains	57.1%	59.4%	53.0%	55.4%

## **Local Board Sustained Fiscal Integrity**

The Local Board hereby certifies that it has not been found in violation of one or more of the following during PYs 2013-14 or 2014-15:

- **Final determination of significant finding(s)** from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor, identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any *Workforce Investment Act* (WIA) requirement, such as failure to grant priority of service or verify participant eligibility.
- **Gross negligence**, which is defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- **Failure to observe accepted standards of administration.** Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 29 *Code of Federal Regulations* (CFR) Parts 95 and 97, appropriate Office of Management and Budget circulars or rules, WIA regulations, and state guidance.  
Highlights of these responsibilities include the following:
  - Timely reporting of WIA participant and expenditure data
  - Timely completion and submission of the required annual single audit
  - ***Have not been placed on cash hold for longer than 30 days***

(In alignment with WIOA Section 106[e][2])

## **Local Board WIOA Implementation**

Using the questions below, describe your Local Board's efforts toward implementing the following key WIOA implementation provisions and designing a better system for customers.

**1. What activities have you undertaken to design a better system for customers? Specifically, describe any actions you have taken, or actions you plan to take, for the following topics:**

**a. Developing new services**

We have implemented standardized financial literacy activities throughout LA County's system of AJCCs. The Federal Deposit Insurance Corporation (FDIC) conducts training both on-line and in person. FDIC uses the Money Smart for All Ages Curriculums. The Smart Money program is proven to help individuals outside the financial mainstream create positive banking relationship and boost their money skills. In FY 2016-17, we plan to introduce many new service offerings following a competitive procurement process for adult and youth program providers. These new services will be implemented under the Integrated Services Delivery (ISD) model. Due to our pending procurement that will be released in the next few, we are limited in our ability to fully disclose the full breadth of proposed new services.

**b. Entering into collaborative partnerships**

The County leads or supports multiple diverse regional collaborative efforts, many in partnership with one (1) or more of the other six (6) WDBs in L.A. County. These include collaboratives related to specific industry sectors or to priority populations such as: Business and Economic Development, BioScience, Adult and Vocational Education, Community Colleges, Disconnected and Opportunity Youth, Re-Entry and Veterans.

### **Business and Economic Development**

The L.A. County Workforce Development Board was re-configured and a new business majority was appointed that includes the executives of the four (4) major countywide and regional economic development organizations (LAEDC, San Gabriel Valley Economic Partnership, Santa Clarita Valley Economic Development Corporation and Greater Antelope Valley Economic Partnership) as well as one (1) major regional business association (South Bay Latino Chamber of Commerce) that achieves greater regional balance. Memberships, partnerships and on-going collaboration with local, ethnic and regional chambers of commerce resulted in being appointed Co-Chair of the L.A. County Business Federation's Workforce Development Council. This has resulted in significantly greater engagement with local and regional businesses and employers in high-growth industry sectors to develop critical partnerships for leadership and support of a business-led system,

board regional/local workforce initiatives, enhanced utilization of the workforce development system for employment and training needs and strategic investments in priority initiatives.

### **BioScience Collaborative**

The LA County WDB is a member of the L.A. BioScience Task Force, established by the L.A. County Board of Supervisors in 2015 and led by the County's Community Development Commission to develop and plan for implementation of an L.A. County BioScience Master Plan that is being developed by the L.A. County Economic Development Corporation. The Task Force is led by many of the most prominent and emerging biomed, biotech, biopharmaceutical businesses, entrepreneurs, scientists and academics from Santa Barbara to San Diego with the emphasis on financing and investment to maintain talent and development in the region, real estate to locate companies and create multiple bioscience hubs in all regions of the County and workforce development to develop a pipeline of talent and industry recognized training that meets industry demand in this emerging sector along the entire spectrum of employment.

### **Adult Education**

The County WDB participates in several AB 86 Consortia led by various Community Colleges through our local workforce development area. In November 2015, a Southeast L.A. regional Trades Career Conference and Fair was held at Rio Hondo College for over 500 high school, adult school and community college students, parents, teachers, counselors and in partnership with the AB 86 Consortium that includes five (5) adult schools/districts in the region, Bassett, Whittier, El Monte-Rosemead, El Rancho and Hacienda-La Puente, organized labor and other workforce development partners.

### **Higher Education**

L.A. County WDB is one of the driving forces of the LA County WDB-Community College Collaborative, launched in 2013, that meets quarterly following the LA-OC Regional Community College Collaborative meeting. The seven local WDBs and 20 Community Colleges in L.A. County established an L.A. County Community Colleges-Workforce Development Board Collaborative to convene WDB Directors and senior staff, Community College Workforce and Economic Development Deans, Doing What Matters' Sector and Deputy Sector Navigators and Center for Excellence Labor Market experts to increase communication, discuss shared priorities, identify common challenges and develop sustainable solutions to improve coordination, collaboration and alignment of programs and policies.

The Collaborative established working groups on policy, data and training. The data work group met at Mt. San Antonio College in October 2015 with representatives of LAEDC and EDD-LMID to discuss the wide variance by local workforce boards, community colleges and other systems. As a result, the work group developed a proposal for the Collaborative to consider at the meeting in December 2015 to pursue regional alignment of sectors as one of the top priorities for 2016. The Collaborative agreed that local boards should take the lead, followed by community colleges, on adopting the regional policy initiative to exclusively use uniform terminology for in-demand sectors by each local board, followed by local community colleges and districts in our respective systems based on the nationally recognized and established authoritative source – the North American Industry Classification System (NAICS).

In February 2015, the L.A. County WDB became the first local workforce board to formally adopt the proposed policy that all 7 WDBs and 20 Community Colleges in L.A. County to exclusively use the sectors recognized by NAICS when choosing and referencing high-growth sectors for their respective organizations.

The WDB, local board members, and Executive Directors met recently with the U.S. Department of Labor Office of Apprenticeship to discuss innovative strategies leading to more State recognized apprenticeships. Regional Apprenticeship, Trades Conferences, and Hiring Fairs are being planned in partnership with labor, adult education schools, community colleges and employers.

### **Disconnected and Opportunity Youth**

#### **Performance Pilot Partnership (P3)**

A Performance Pilot Partnership (P3) is multi-agency partnership that seeks to break down jurisdictional boundaries by bringing together Local, State and Federal agencies to improve and increase coordination of wrap-around services that improve education, employment and social outcomes for youth with a history of homelessness, chronic school absenteeism, or involvement in the criminal justice system. This Collaborative was established by the L.A. County Board of Supervisors, Mayor and City Council of L.A. and both Workforce Development Boards. The collaborative meets monthly with over 60 partners committed to improving regional coordination. This effort is designed to replicate countywide the City of L.A.'s success in integrating the delivery of education, workforce development and social services to disconnected youth ages 16 to 24, since most of the critical services for youth who are homeless, unemployed or out of school, such as health and mental health programs, are operated by L.A. County.

The L.A. region was selected as one (1) of ten (10) regions nationally for P3 by the White House, US Department of Education Office of Career, Technical and Adult Education, Department of Labor, Department of Health and Human Services, Justice Department, and the Corporation for National and Community Services.

Partners include the City of L.A. WDB, LAUSD, L.A. County Office of Education, and County Departments of Mental Health, Probation, Children and Family Services, Public Social Services, Community and Senior Services and a broad coalition of opportunity youth serving organizations and stakeholders.

### **100,000 Opportunities Initiative**

L.A. County was a partner on the 100,000 Opportunities Initiative spearheaded by Starbucks, Aspen Institute, Jobs for the Future and other business, philanthropic, government and community partners in major cities nationwide. The goal of the initiative is to hire 100,000 opportunity youth by 2018. Local partners included the L.A. Chamber, several County Departments, L.A. City Mayors Office and Department of Economic and Workforce Development, Children's Alliance and foundations such as the Howard Schultz Foundation and Hilton Foundation. This major, daylong hiring fair resulted in over 7,000 online pre-registrations, approximately 4,000 of whom attended, 2,000 pre-scheduled interviews, **1000 same day job offers** and several hundred call-backs for second interviews by the 32 employers. The City and County of L.A. are coordinating with Leaders Up to follow up with youth and the many youth-serving organizations that were partners and that brought youth to the event.

### **Opportunity Youth Collaborative**

LA County participates in this collaborative with the City of LA and select community based organizations in Los Angeles County serving disconnected youth, primarily foster youth. This is one (1) of the seven (7) communities in the Aspen Institute's Opportunity Works Social Innovation Fund that is building pathways to postsecondary credentials for opportunity youth and in particular, boys and men of color.

## **Re-Entry**

### **Prop 47 Taskforce on Jobs and Services**

The Board of Supervisors established a Prop 47 Taskforce on Jobs and Services that is comprised of a select group of leaders from business, philanthropy, labor, education, faith based organizations, and arts programs. The Task Force has a mandate to:

- 1) Launch multiple public-private partnerships with philanthropy, the private sector, unions, educational institutions, faith-based and community-based organizations to develop a plan, invest in, and participate in a comprehensive and robust pipeline linking individuals eligible for Prop 47 sentence re-classification to workforce development, vocational training, apprenticeships, educational programs and critical wrap-around services that leads to sustainable employment;

- 2) Link reclassified individuals to wrap-around services such as substance abuse treatment, permanent housing, mental health treatment and general health care.

### **Re-Entry Collaborative**

Re-Entry Collaborative led by Volunteers of America-Los Angeles (VOALA) as a required partner in the successful DOL Train2Work grant since 2014. The Collaborative is comprised of diverse non-profit, regional, State and Federal government agencies, and training partners preparing formerly incarcerated individuals for sustainable employment and was recently recognized by the Ford Foundation as a leading model for employment and training of reentry individuals.

### **Veterans**

The seven (7) local workforce boards in LA County established our first regional collaboration on coordination, collaboration and strategic partnership on services and investments in training for Veterans. The multi-WIB collaborative was led by appointed members of our respective Boards and supported by staff. Upon the adoption of WIOA and appointment of smaller local workforce boards, this Collaborative has been placed on hold until regional priorities are adopted and a determination that this remains a priority all can continue to support and staff.

### **c. Creating innovative workforce development strategies in alignment with WIOA**

CSS and the WDB are working to increase the percentage of the estimated annual \$8 million in required training expenditures (per SB 734) as short and long-term investments in sustainable employment of high priority populations in in-demand occupations with career pathways in high growth sectors through increased coordination with employers, and as a co-investment with businesses and employers to hire through subsidized employment programs such as on-the-job training, customized training, paid internships and apprenticeships in non-traditional occupations such as IT and healthcare.

CSS and the WDB have supported the Re-Entry Collaborative led by Volunteers of America-Los Angeles (VOALA) as a required partner in the successful DOL Train2Work grant since 2014. The Collaborative was recently recognized by the Ford Foundation as one of the nation's leading models for employment and training of reentry.

### **d. Redesigning service delivery**

In FY 16-17, the County will implement a redesigned service delivery model that was released at the end of April 2016. The following innovative features will drive the redesign of the County's workforce system:

### **Align Service Delivery with Regional Economic Development**

Given the size and complexity of L.A. County's local area of 58 cities and over 100 unincorporated areas, service delivery will be coordinated in alignment with the eight (8) sub-regions formed by Councils of Governments that are driven by long-standing partnerships of business, education, labor, community stakeholders and local government. Delivery of workforce services through the eight (8) existing sub-regions will facilitate better coordination and accountability of our own AJCCs and those operated by the other six (6) WDBs in the County. This will also allow us take advantage of and build on existing relationships with all workforce development partners and stakeholders.

Alignment of the County's WIOA delivery system with the eight (8) sub-regions is consistent with the LAEDC's current countywide outreach and assistance program, regional staff and industry cluster development work. Develop and implement phase one (1) of new business model with an enhanced business services and industry cluster development strategy, and employer engagement within those key industry clusters. Develop relationships and seek employer commitments to lead and support sector-based partnerships around key industry clusters, e.g., Aerospace & Defense; Entertainment; Trade; Biomedical; and Hospitality & Tourism; and including key sectors within those key clusters, e.g., advanced transportation, digital media, logistics, bioprocessing; etc. Develop the tools and build capacity through the LAEDC to deploy economic research, applied economic analysis, and labor market, occupational and skills gap data for policy and decision-making.

### **Regional Planning and Coordination**

WIOA requires regional planning and coordination among workforce development stakeholders and alignment with economic development. Each AJCC will be responsible for regional coordination of partners and services within one (1) of eight (8) economic development sub regions to coordinate systems, institutions, organizations and program partners.

### **Integrated Service Delivery**

WIOA redefined workforce development to align four (4) major workforce and education systems and strengthen coordination and integration of services to jobseekers and businesses. AJCC will be responsible for providing access to a wide range of employment-related support and services in partnership with EDD (Workforce Services Division), Department of Rehabilitation, Adult Education systems, in addition to County agencies and other workforce development entities and programs.



### **Co-location, Regional Coordination and Integration of Adult and Youth Programs**

The County has committed 100% of funding to older, out of school youth. AJCCs will deliver adult and youth programs from the same location to provide a continuum of service to older youth. Providing a continuum of service will enable older youth to benefit from the services available under both the youth and adult programs. Due to the continued commitment of County Departments and Board of Supervisors, AJCCs will deliver and coordinate regional workforce and educational services to in-school youth with non-WIOA funding for year-round and summer employment, work experience, career exploration and paid internship opportunities

### **Expanded Use of Technology**

A potential partnership LinkedIn is currently under discussion to increase the capacity of all AJCC youth and adult staff to be trained as 'experts' in this 21<sup>st</sup> century job-search, networking, career building and entrepreneurial tool, and integrate it as a case management strategy.

CSS staff are actively examining proven leading industry software programs that support the achievement of this new mandate. Innovative strategies under consideration include mobile app technologies, job search engines that link job seekers to all available jobs. We plan to increase access points throughout the County (Libraries, Community Centers, and other County facilities with access to the internet) while examining system enhancements. The County will phase in implementation of a virtual One-Stop System.

### **Customized Services to Priority Populations**

#### **Veterans**

For the past four (4) years, CSS and the L.A. County WDB have funded a countywide Veterans Employment Center, with veterans providing employment services to veterans, which will be continued under the new WIOA RFP.

#### **Re-Entry**

We are implementing a pilot **jail-based pre-release employment and training** at the Castaic Men's Jail to expand our efforts to serve ex-offenders and we are committed to sustaining this initiative. A similar initiative is being developed to pilot at the Lynwood Women's Central Jail.

In partnership with the L.A. County Department of Probation, the County's workforce system is providing work experience, training and career exploration services for youth exiting probation camps to support their reentry. We will also develop a countywide Offender Workforce Development Program in partnership with the National Institute of Corrections, to establish multi-disciplinary teams to

provide employment and training services and mentoring to adults following release.

#### **TANF and General Relief**

In partnership with the County's Department of Public Social Services, CSS launched an initiative that link a TANF Welfare to Work Job Developer with a WIOA Career Services Specialist to braid WIOA and TANF funding and services to maximize employment outcomes.

#### **e. Other WIOA transitional activities to design a better system for customers**

Effective October 2015, the WIB transitioned to the Workforce Development Board (WDB), following the appointment of a new Local Board with diverse regional business, labor, education and State partners who not only have their finger on the pulse of the economy but are also leading economic development in the region. As a result, the Board is well positioned to play a leading role in career pathways development; identification and dissemination of best and proven practices; enhancements in the use of technology to improve operations and increase access to services; regional coordination with educational providers, including K-12, adult education and literacy, and community colleges; and annual assessments of Job Center accessibility to individuals with disabilities.

### **2. What steps have you taken to implement the new WIOA youth program requirements, including the 75 percent out-of-school youth and 20 percent work experience minimum expenditure requirements?**

L.A. County recognizes the importance of serving older youth, out of school youth, and in-school youth, as well as the unique needs of each population. In order to do so, we are moving the L.A. County System towards a unified, human-centered design that both co-locates and where appropriate, integrates adult and youth funding. In FY 2013-14, the Local Board anticipated policy changes to the Workforce Investment Act (WIA) and it adopted major policy recommendations related to the youth program. They are described below and represent the steps L.A. County has and is taking to fulfill the new WIOA youth program requirements.

#### **a. Commit 100% of youth formula funds to Out-of-School youth.**

Due to the extremely high drop-out rates and unemployment for disconnected youth, the WDB approved a policy to commit 100% of youth formula funds to Out of School Disconnected youth and to develop a plan for training and work experience opportunities for these youth in in-demand, high growth sectors. This year, 500 youth have been placed into training, in contrast to past years when no youth, in or out of

school were enrolled in occupational training. Performance metrics for youth and adults are now aligned consistent with WIOA.

Youth program efforts align to serve youth up to age 24, with an emphasis on Temporary Aid to Needy Families (TANF), foster, and probation youth. Follow-up services have continued to previously enrolled WIA In-School-Youth through June 2016. This major commitment to Out of School Youth is possible because we have secured non-WIOA funding such as TANF and County General Funds to fund a regional effort in partnership with the six (6) other WDBs in L.A. County for summer and year-round youth employment programs that serve up to 14,000 primarily In-School-Youth countywide, the majority of which are Temporary Aid to Needy Families (TANF), foster, and probation youth. Many are co-enrolled in WIOA by all seven (7) local Boards.

L.A. County requires our youth program providers, including the other Local Boards for the summer employment program, to utilize a standard financial literacy curriculum, *Money Smart*, developed by the Federal Deposit Insurance Corporation (FDIC). All 14 mandatory WIOA Program Elements are accessible to these youths.

**b. 30 percent work experience minimum expenditure requirement**

WDB has approved a policy December 2015 that exceeds the minimum 20% work experience minimum expenditure requirements with the requirement that 30% of formula funds be used for paid and unpaid work experience, as described under the Youth Program Elements. The policy set the duration of the work experience assignment at an average of 180 hours or a maximum of nine (9) months; a limitation on the number of hours at 20 hours a week when school is in session; and appropriate incentives and stipends, including limitations on the types and dollar amount, including that the wage must not be lower than the current minimum wage in California.

**c. Partner with K-12 and other stakeholders on strategies to reduce drop-out rates for In-School Youth.**

Despite committing 100% of WIOA funding to Out of School youth, L.A. County remains committed to continue serving in-school youth through our role as the regional leader for summer and year-round youth employment countywide. L.A. County provides In-School-Youth, primarily youth from families on public assistance, with subsidized work experience throughout the year. The work experience becomes an incentive to not only to stay in school, and keep an appropriate grade point average to be eligible to receive a work permit, but also, youth are reminded of the importance of continued education and one's future earning potential. L.A. County supports this

as a regional effort in partnership with the six (6) other local workforce development areas in L.A. County as all receive substantial funding for Temporary Aid to Needy Families (TANF), foster, and probation for their summer youth employment programs.

During FY 2016-17, CSS will continue to support in-school youth countywide by funding the other local workforce development areas to provide year-round work experience and connections to continued education. The in-school program will be phased out and, to the extent possible, the population will be served by summer and year-round County employment programs.

**d. Re-engage disconnected youth through strategic partnerships with highest need, Secondary schools, Post-Secondary Institutions, and County Departments.**

The Opportunity Youth Collaborative (OYC) preceded the establishment of the larger regional P3 Collaborative that focuses on systems change and alignment to re-engage disconnected youth. L.A. County continues to support OYC, a partnership that includes the City of L.A., LAUSD, L.A. County Department of Children and Family Services, L.A. Area Chamber of Commerce, Children's Law Center and the Alliance for Children's Rights. This collaborative meets bi-weekly to identify means of streamlining enrollments of foster youth into education, workforce development and essential wrap-around services from County Departments.

L.A. County has increased the number of youth that attain post-secondary degrees or other credentials with a priority on the high growth industry sectors defined by local market information from EDD and the Los Angeles County Economic Development Corporation (LAEDC).

**e. Partner with employers, education and other partners to connect youth to career pathway options.**

L.A. County's youth program coordinators are active members of the LACCC/WIOA Workforce Collaborative, the Community College California Career Pathways Advisory Group, and the SB1070 Collaborative (East L.A. College) to provide input and guidance with policy and the operational alignment of educational and workforce activities that will facilitate and institutionalize access to viable career paths.

**f. Build partnerships with the Private Sector, Chambers of Commerce, Labor Unions, Community Based Organizations and Economic Development Corporations to maximize competitive opportunities for youth.**

L.A. County's new business representatives have greatly increased engagement and partnership with leading businesses and employers, chambers, unions, community based organizations and economic development corporations leading to expanded opportunities for youth. L.A. County membership in all of the major economic development organizations has also led to more private sector internships and placements for youth.

**g. Co-locate youth programs in AJCCs to strategically align and target Adult and Youth services and resources to populations of highest need.**

Following a competitive procurement process for Adult and Youth Programs, complete integration of older youth program within all Job Centers will ensure Centers provide comprehensive wrap-around services for this population.

**3. Describe your efforts to comply with the Uniform Guidance requirements.**

CSS released a series of updated directives to contractors to implement the new requirements. CSS also provided training to all of our contractors as well as CSS staff on the new Uniform Guidelines. CSS also reviewed our contractors' new Cost Allocation Plans and Indirect Cost Rates to ensure compliance with the Uniform Guidelines. Contract monitoring tools have been updated to incorporate the new requirements.

**4. Describe your efforts to develop sector initiatives and career pathways in high demand industries in coordination with community colleges, apprenticeship programs, adult basic education, and other training providers.**

Labor market information, data, and economic intelligence drive policies, training initiatives, business engagement, allocation of resources, to enable our system to more effectively assess and respond to the needs of business and adopt sector strategies for in-demand industries. Based on the annual economic intelligence and labor market information report produced by the Los Angeles County Economic Development Corporation for Local Boards in Los Angeles County, CSS procured sector intermediaries for six (6) priority, high-growth sectors: healthcare, transportation and logistics, hospitality and tourism, advanced manufacturing, bioscience and construction.

These investments represent our initial asset mapping and research, in part through convening of employers and adult/higher education partners, to guide training investments and facilitate the development of regional sector partnerships. Industry sector partnerships, in coordination with the California Community College Chancellor's Doing What Matters initiative, has provided a more systematic and continuous opportunity for employer engagement. Feedback received through regular industry engagement now informs our workforce system training investments and priorities.

The County's new business services model has centralized coordination and assigned sub-regional business services managers who will coordinate employer engagement and industry sector partnerships to garner industry and sector intelligence at the macro and local levels. The County will invest in industry cluster research, labor market data and occupational intelligence, as well as high growth sector intermediaries to convene businesses, assess training capacity and gaps, and to make recommendations on training investments and program priorities.

The County is working with multiple consortia of community colleges, adult education, and other training providers to support the development of countywide sector and career pathways initiatives.

The County is a key partner in L.A. Hi-Tech Regional Sector Initiative that focuses on Information and Communications Technology (ICT) in partnership with eight (8) Community Colleges, six (6) School Districts, and three (3) California State Universities, three (3) WDBs, multiple Chambers, and businesses such as Amazon.

In collaboration with Antelope Valley College, we are working with Northrop Grumman to meet the company's anticipated workforce needs.

**5. Describe your efforts to adopt, implement, and promote the AJCC brand.**

L.A. County has adopted a policy for a franchise system with the mandate that all comprehensive Job Center exclusively use California's brand, "America's Job Centers of California".

L.A. County's policy that all WIOA funded AJCCs use the current state AJCC brand is also reaffirmed as an element of our RFP to operate Job Centers with adult, dislocated worker and youth formula funding. Protocols are being developed for branding related to items such as internal/external signage, business cards, emails, websites, and letterhead, until DOL approves a national brand.

**6. Describe your efforts to complete Phase I of the MOU development process. What challenges are you facing?**

CSS and the WDB have undertaken a significant process of outreach to Mandated Partners during the MOU development process. Meetings with Title V, EDD, DOR, DPSS, adult schools and community colleges have taken place. Feedback from these organizations has been incorporated into the MOU.

## **Local Board Assurances**

For PYs 2016-18, the Local Board assures that it will do the following:

- A. Comply with the applicable uniform administrative requirements, cost principles, and audit requirements included in Title 2 CFR Parts 200 and 2900 (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

*\*Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).*

- B. Do financial reporting in compliance with federal and State regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with Workforce Services Directive WSD12-3, *Quarterly and Monthly Financial Reporting Requirements*.
- All close out reports will comply with the policies and procedures listed in Workforce Services Directive WSD09-12, *WIA Closeout Handbook*.

*\*Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).*

- C. Expend funds in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include:

- The Local Area will meet the requirements of State Senate Bill 734, to spend a minimum of 30 percent of combined total of adult and dislocated worker formula fund allocations on training services (CUIC Section 14211).
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. Select AJCC operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal, unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).
  - E. Collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBS<sup>SM</sup> reporting requirements and deadlines.
  - F. Comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
  - G. Comply with State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or State legislation.
  - H. Give priority of service to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and *Training and Employment Guidance Letter 10-09*).
  - I. Comply with Assembly Bill (AB) 1234 and ensure that local members receive ethics training every two (2) years. AB 1234 requires Local Boards to consult with the California Fair Political Practice Commission (FEPC) and the California Attorney General's office regarding the content of the ethics training course they can use. Local Boards may consider using the free, two (2) hour, on-line ethics training course available from the FPPC: [AB 1234 Ethics Training for Local Officials](#).
  - J. Comply with the conflict of interest provisions of WIOA Section 107(h).
- L.A. County affirms that it has not received final determination of any significant findings or gross negligence during PYs 2013-14 or 2014-15. In addition, CSS has adhered to all accepted standards of administration set forth in Title 29 Code of Federal Regulations (CFR) Parts 95 and 97, appropriate Office of Management and Budget circulars or rules, WIA regulations, and State guidance.



## Signature Page

By signing below, the local CEO and Local Board Chair request Local Board recertification. We certify that the Local Board appointed members as described in WIOA Section 107(a), (b), and (c), performed successfully and sustained fiscal integrity during PYs 2013-14 and 2014-15, and developed and implemented strategies to improve and continuously strengthen the workforce development system in accordance with WIOA. Additionally, we agree to abide by the Local Area assurances included in this document.

### Instructions

The Local Board Chairperson and local CEO must sign and date this form. Include the original signatures with the request.

**Local Workforce Development Board Chair**

Signature

Erick Verduzco-Vega

Name

Chair, Los Angeles County Workforce Development Board

Title

Date

June 08, 2016

**Local Chief Elected Official**

Signature

Hilda L. Solis

Name

Chair, Los Angeles County Board of Supervisors

Title

Date

June 15, 2016